

# New Hampshire Department of Health and Human Services



## ACCES

**Achieving Community Centered  
Excellence in Services / Front Door**

*Project Kickoff*

# Today's Meeting

# Today's Meeting

- **Purpose**
- **Objectives**
- **Agenda**
- **Deliverables / Outcomes**

# Purpose and Objectives

- The purpose of today's meeting is to introduce the **ACCES** (**A**chieving **C**ommunity **C**entered **E**xcellence in **S**ervices) initiative and the first project within that Initiative – the Front Door Project.
- The objectives are:
  - to introduce the ACCES initiative and the Front Door Project;
  - to perform a high level review of the Front Door Project;
    - What it is
    - What it is going to do
    - How it is going to do it
    - How everyone will participate in it
    - How long it will take
  - to answer questions; and
  - to describe what is going to happen next.

# Agenda

- **Welcome and Review Today's Meeting** (10:00 am - 10:10 am)

*Linda Paquette*

- **ACCES & Front Door** (10:10 am - 10:20 am)

*Commissioner Nicholas Toumpas*

- **Front Door Project** (10:20 am - 11:20 am)

- Introduction

*Laura Collins / Linda Paquette*

- Purpose, Scope & Objectives

*Linda Paquette*

- Approach

*Bill Baggeroer*

- Governance & Team

*Linda Paquette*

- Timeline

*Linda Paquette*

- **Questions** (11:20 am - 11:50 am)

*Linda Paquette*

- **Closing Remarks & Next Steps** (11:50 am - 12:00 pm)

*Deputy Commissioner Mary Ann Cooney*



# Deliverables / Outcomes

- **General Understanding of ACCES and Front Door Project**
- **Understanding of My Role in the Front Door Project**
- **Understanding of the Next Steps in the Front Door Project**

# ACCES and Front Door

# ACCES: Achieving Community Centered Excellence in Services

- **ACCES – *The umbrella for all DHHS improvement projects***
  - Why now?
  - What's different about this initiative?
  - Who will be involved?
  - When will the initiative be completed?
- **Front Door –*The first project***

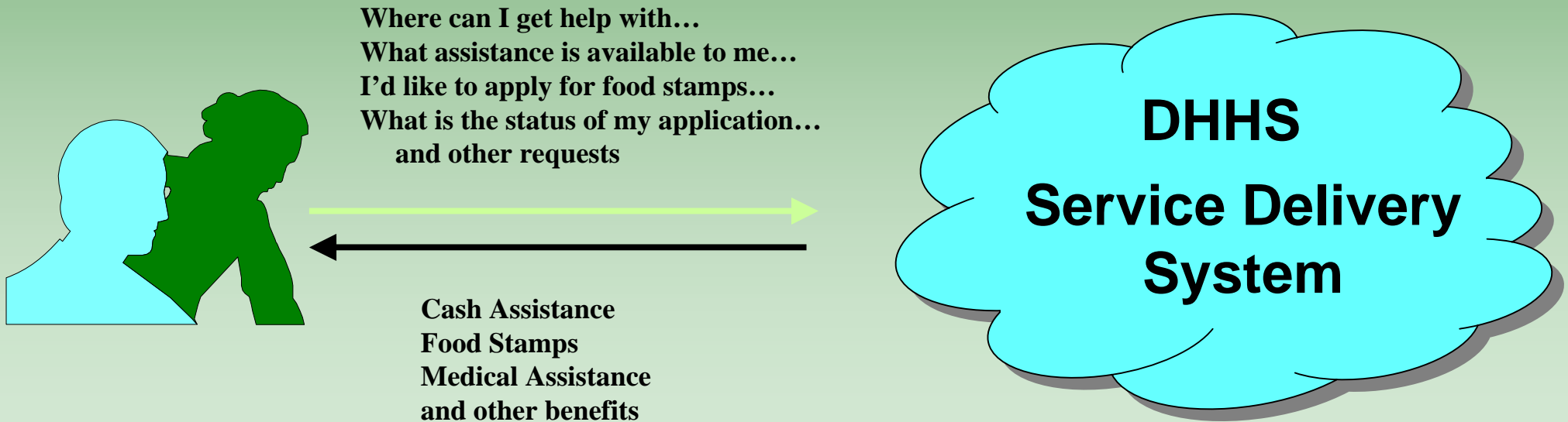


# Front Door Project Introduction

# New Hampshire Department of Health and Human Services

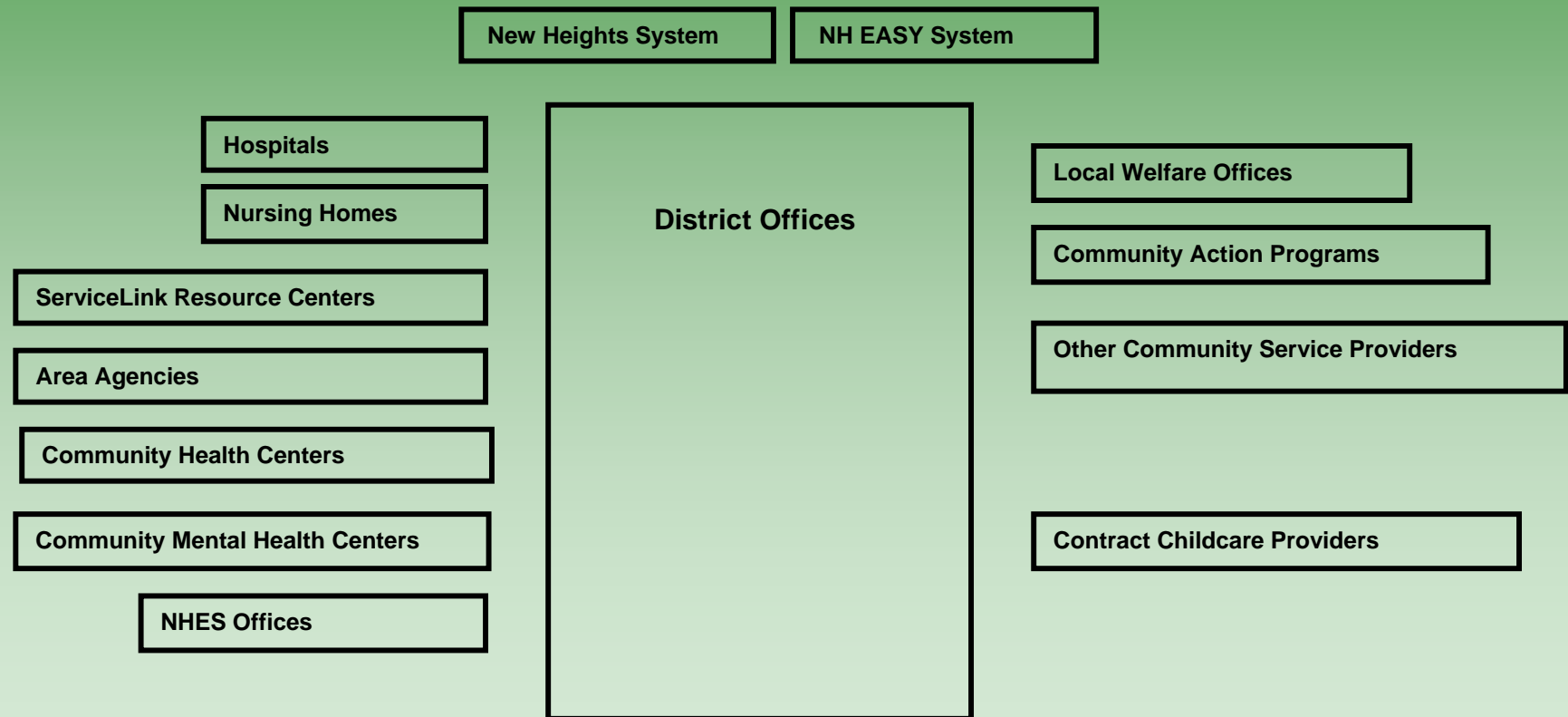
The New Hampshire Department of Health and Human Services is organized to provide a comprehensive and coordinated system of health and human services as needed to promote and protect the health, safety and well-being of the citizens of New Hampshire. People access services through DHHS's Service Delivery System.

People reach out to the Service Delivery System for general health and human services help and guidance, as well as for specific financial and medical assistance which is offered through the many DHHS programs.



# NH DHHS Service Delivery System (SDS) Components

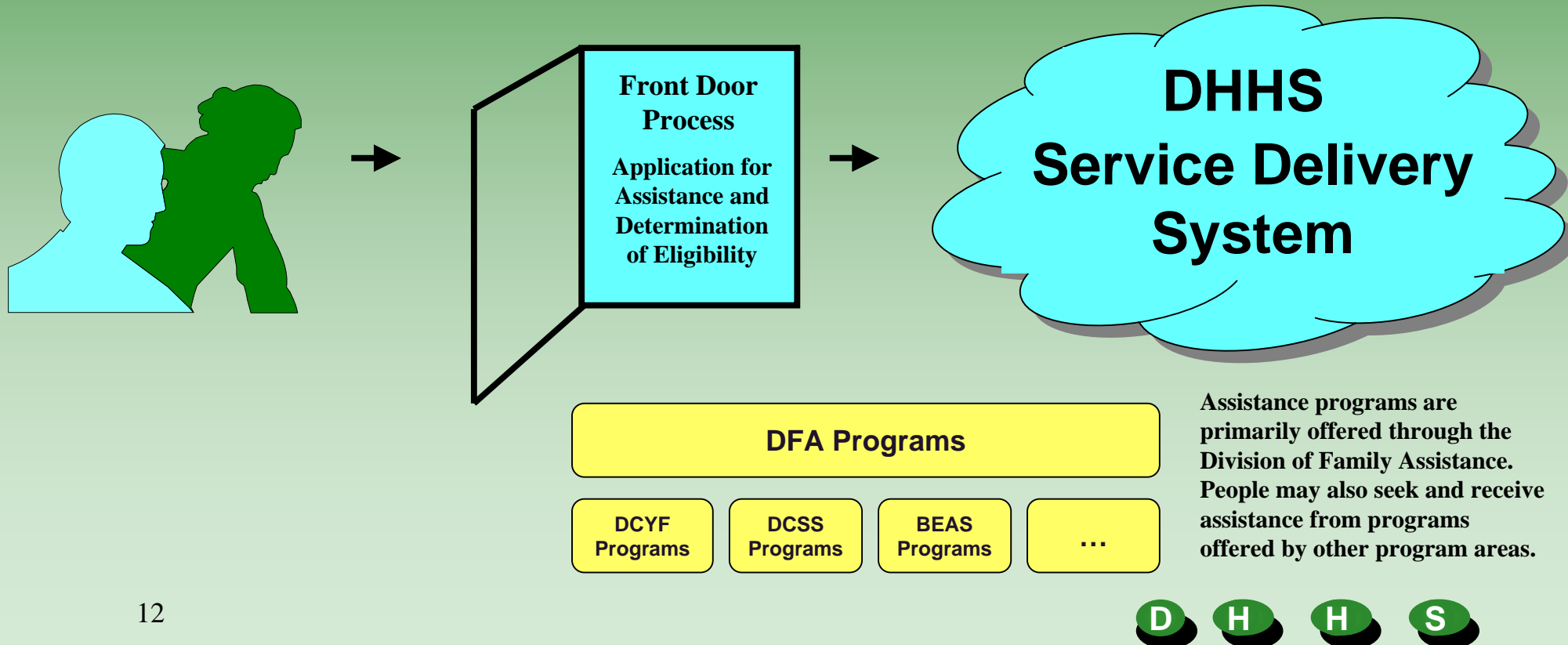
The New Hampshire DHHS Service Delivery System consists a variety of facilities, providers and systems with the District Offices as the core.



# SDS Front Door Process and DHHS Programs

The Front Door process is the “gateway” through which a person enters the Service Delivery System to receive benefits and services via the programs that DHHS offers.

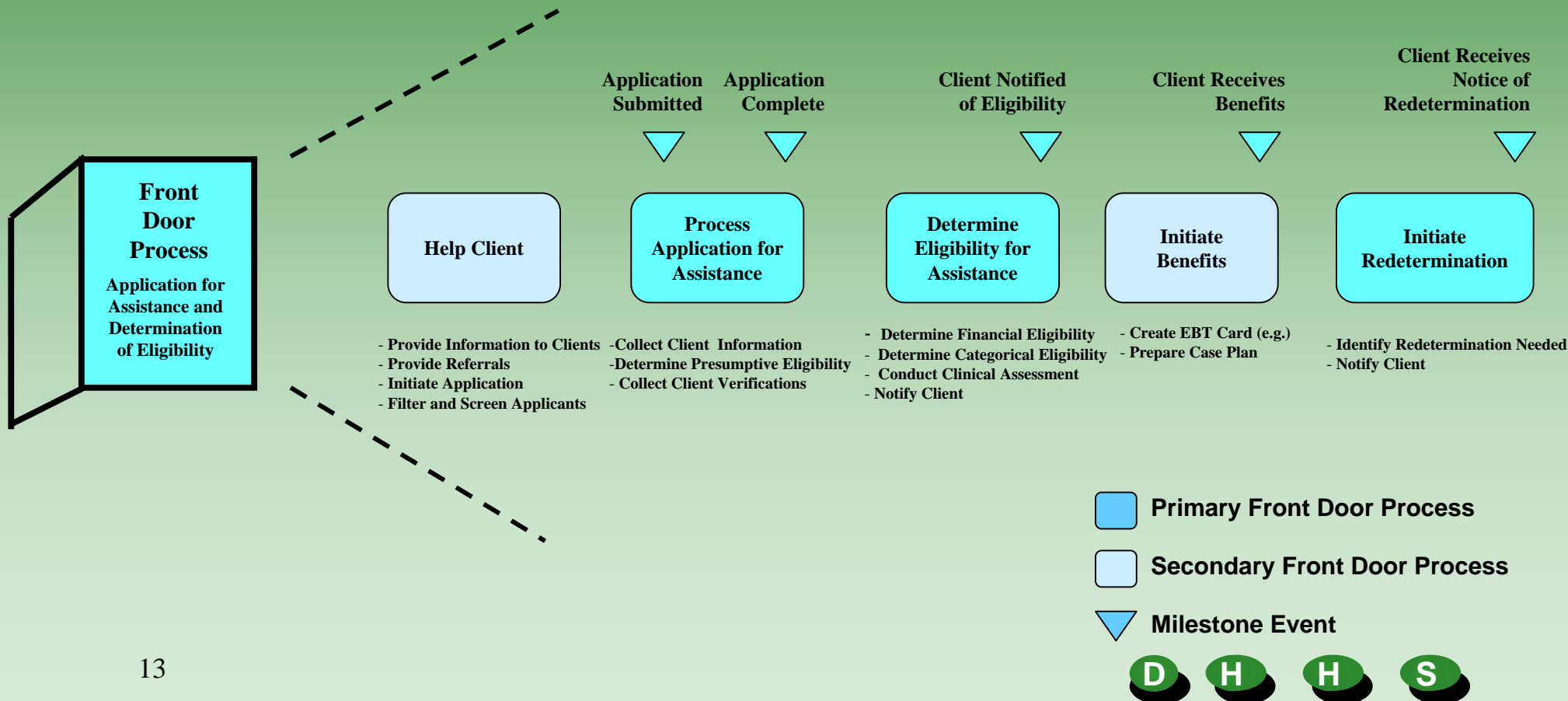
People apply for benefits through the Front Door process and a determination is made as to whether the person is eligible to receive services under one or more of the programs.



# SDS Front Door Sub-Processes

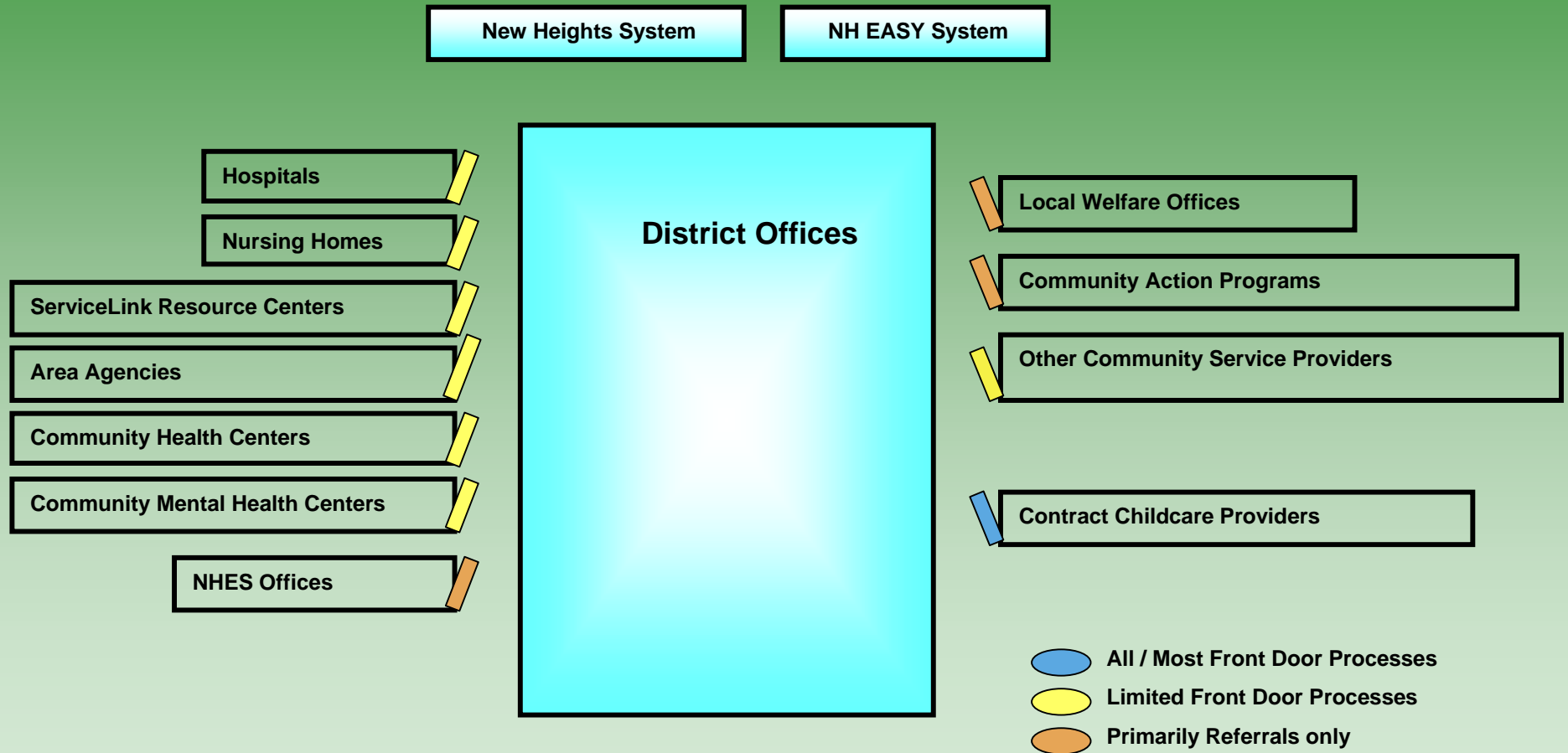
The Front Door process consists of three primary sub-processes that relate to the application for benefits and the determination and redetermination of eligibility. Helping the client and assisting with the initiation of benefits are also part of the Front Door process.

A critical time to manage is from the time the application is submitted until the time the client first receives benefits.



# Where the SDS Front Door Process Resides

The Front Door Process can commence with one of a variety of community providers through referral or application. The District Office is an essential component of the Front Door Process.



# Today and the Future

Improvements to the DHHS Front Door process are needed to address the many demands and challenges it currently faces.

**Front Door  
Today**



**Front Door  
Future**

## Some Challenges Faced in Today's Front Door Process

- Inadequate space in some District Offices
- High staff turnover
- Increasing diversity of people requesting services
- Complexity of application process
- Variability in level of customer service
- Non-optimal staff coverage
- Limited hours of operation
- Face-to-face interview requirements
- Low degree of computer automation

## Some Characteristics of a Future Front Door Process

- Better utilization and consolidation of space with increased privacy and security for clients
- Increased employee satisfaction and longevity
- Capacity to serve all client populations
- Streamlined application process
- Consistently high client satisfaction
- Efficient and effective staffing
- Expanded access
- More virtual processes
- High degree of computer automation

# ACCES: Front Door Project

The ACCES: Front Door project will transition today's Front Door process to an improved future Front Door process. To accomplish this, the project will use the disciplines of Business Process Re-engineering, Lean Thinking and Organizational Change Management.



*The goals of the **ACCES: Front Door Project** are:*

*To bring the Front Door process to a higher level of measured performance.*

*To define a repeatable process that can be used to improve the measured performance of other DHHS business processes.*



# Purpose, Scope and Objectives

# Purpose and Scope

## Purpose

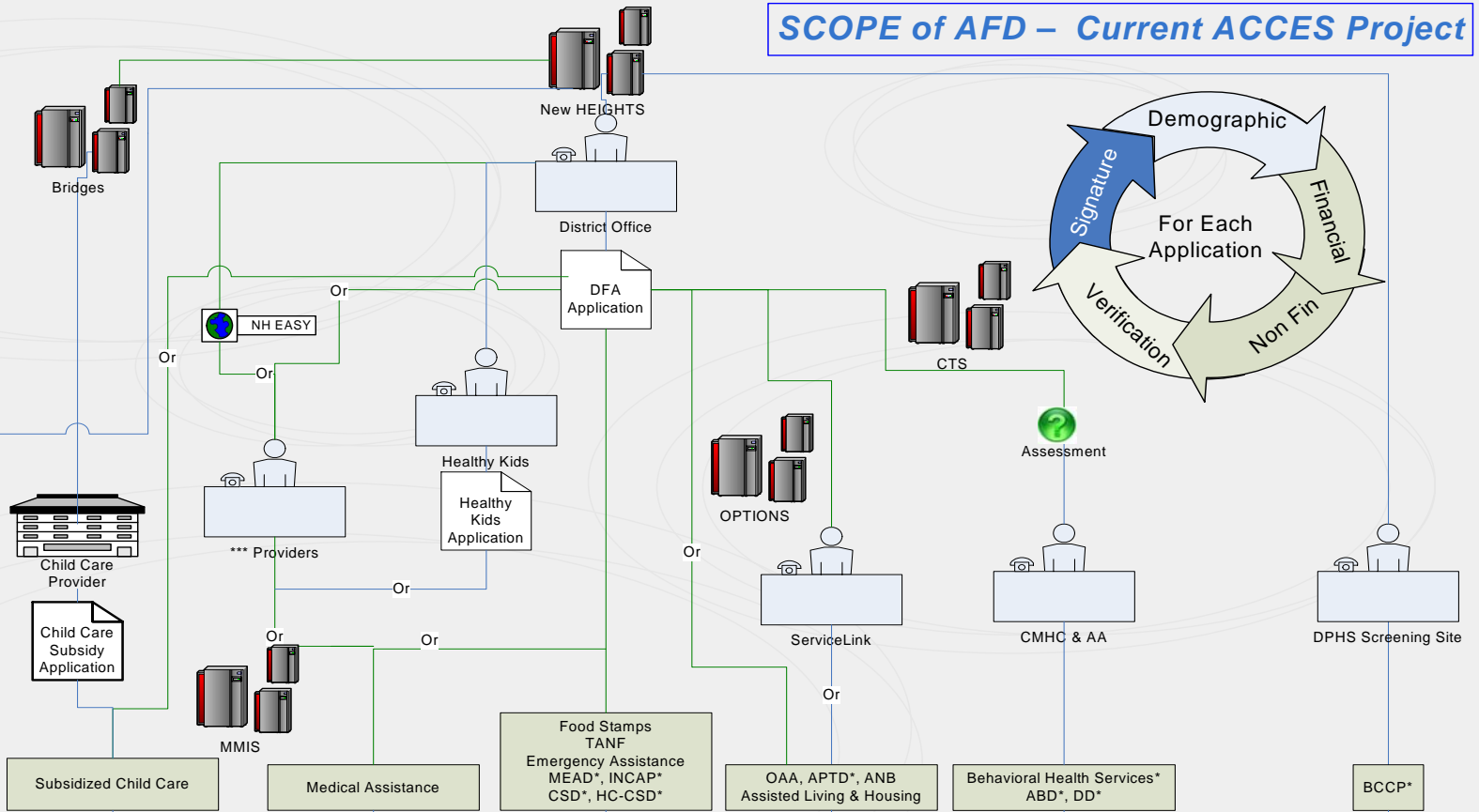
- The purpose of the project is to redesign and implement a DHHS Front Door process to achieve enhanced quality and efficient delivery of client services.

## Scope

- The Front Door process consists of the people, processes and tools (forms, systems, etc.) used to serve clients seeking DHHS assistance, from providing information and other help to clients, through the application for assistance and determination of eligibility processes, and up to the time the client receives the benefit or service.
- The project will also include the redetermination of eligibility process.
- The project will focus on all District Offices and the DFA assistance programs for which individuals or families could apply.
- The project will also include client application processes and eligibility determinations conducted by providers including, but not limited to, hospitals, nursing homes, mental health centers and area agencies.
- The project will NOT include the client appeal process should benefits be denied.

## SCOPE of AFD – Current ACCES Project

**FUTURE  
PROJECT**

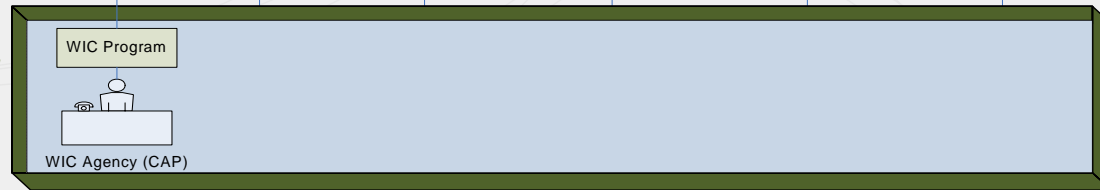


\* Medical Eligibility Assessment Required

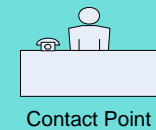
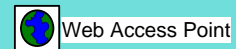
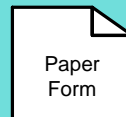
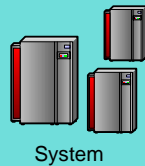
\*\*\* Hospitals, Local Welfare, Health Centers, NHH, Nursing Homes, etc.

Client/Family

**FUTURE  
PROJECT**



Legend:



Benefit

## Contact Point

# Objectives

## Project Objectives

- Identify ways to streamline application and ease application process.
- Identify and reduce delays, redundancies, confusion and non-value activities in the application process.
- Utilize best practices and standard protocols.
- Document a re-usable process that may be used to improve other DHHS business processes.

## Outcome Objectives

- Make access to application for assistance easier.
- Increase accuracy of eligibility determinations.
- Increase client satisfaction.
- Increase DHHS employee satisfaction.
- Increase process standardization and efficiency
- Reduce time period between application for assistance and receipt of benefits.

# Approach

# Approach

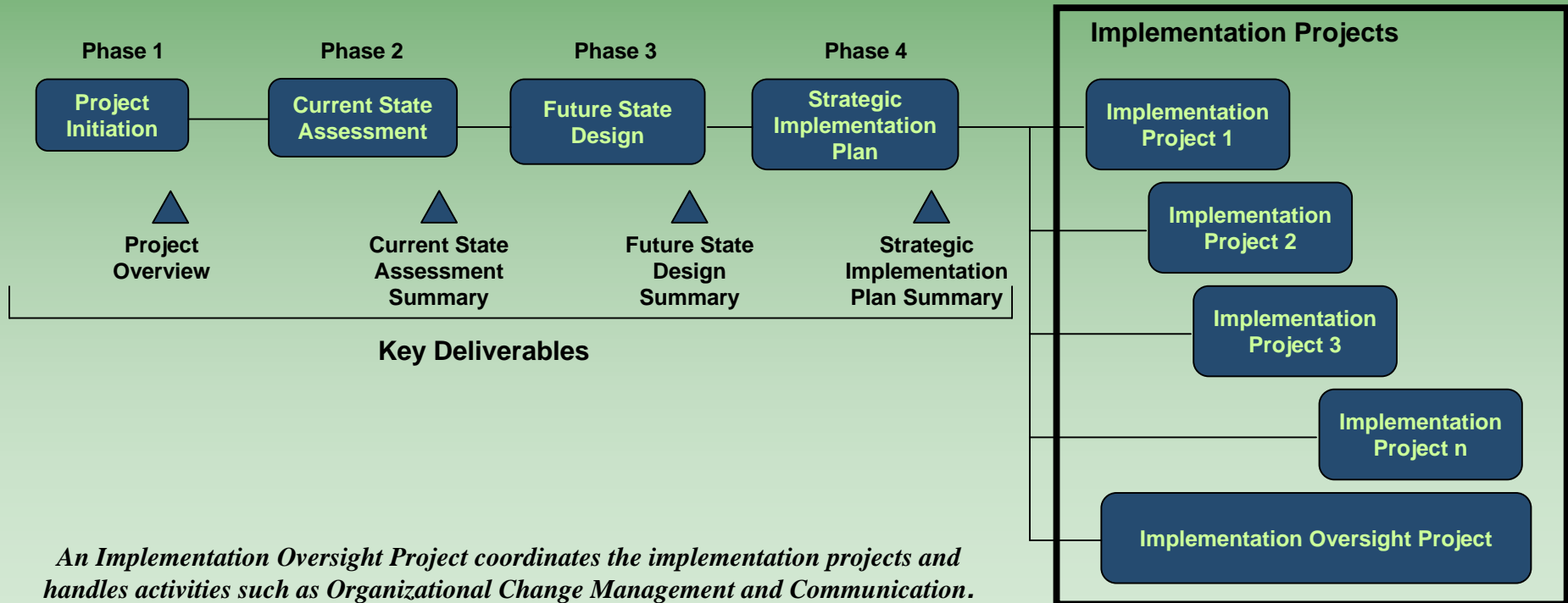
The project consists of 4 phases plus several potential implementation projects.

The **Project Initiation Phase** is the planning portion of the project and defines the “project charter.”

The **Current State Assessment Phase** looks at the processes of the current Front Door process and its current performance metrics. Findings, issues and opportunities will be documented for review and analysis.

The **Future State Design Phase** sets target metrics to be achieved and designs a “future” Front Door process to meet those target metrics.

The **Strategic Implementation Plan Phase** defines several recommended Implementation Projects and a project map or roadmap outlining the sequencing and timing of the transition to the “future” Front Door process.



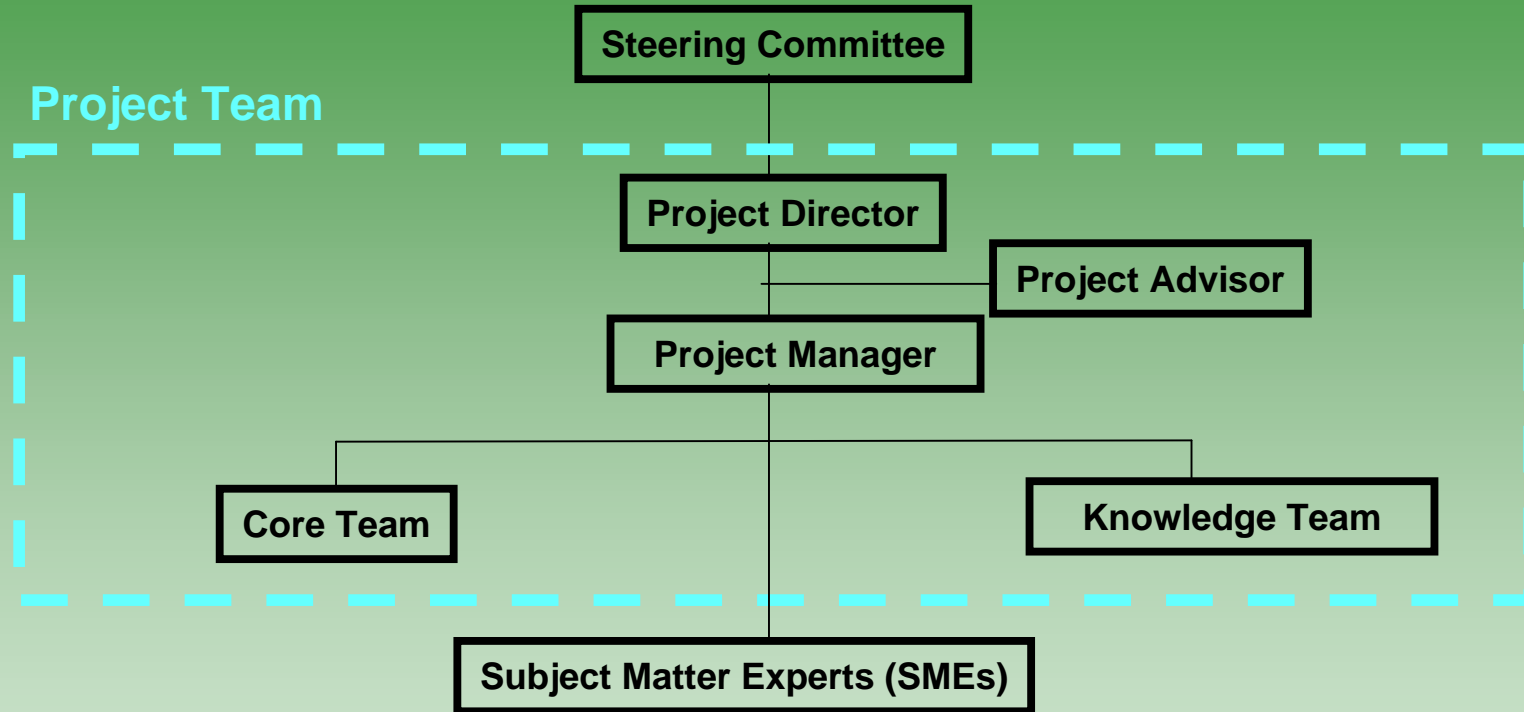
# Guiding Principles

- **Utilize Metrics Driven Approach**
- **Apply Lean Thinking Concepts and Techniques to Identify “Value” in Work Processes and Eliminate “Waste”**
- **Drive Results not Just Recommendations**
- **Identify “Quick Hits” as well as Longer Term Solutions**
- **Include Process Improvements and Automation**
- **Implement and Foster Continuous Improvement**
- **Build Community Partnerships for Sustainability**

# Governance and Team



# Project Organization



# Steering Committee

- **Steering Committee (5% - 10% time commitment per member per week)**
  - Consists of project stakeholders – people who have a vested interest and/or decision making authority over the effected organizations
  - Is the highest decision making authority for the project
  - Approves all decisions and deliverables
  - Eliminates roadblocks encountered by project team / drives project to success
  - Led by Executive Sponsor who is the ultimate decision maker for the committee
  - Membership
    - Nick Toumpas, Commissioner DHHS - Executive Sponsor
    - Mary Ann Cooney, Deputy Commissioner DHHS - Stakeholder
    - Nancy Rollins, Associate Commissioner DHHS - Stakeholder
    - Lloyd Peterson, Associate Commissioner DHHS - Stakeholder
    - Terry Smith, Director DFA - Stakeholder

# Project Leadership

- **Project Director – Linda Paquette (40% - 80% time commitment per week)**
  - Oversees and directs project
  - Decision maker regarding project process (project approach, deliverables, etc.)
  - Decision maker regarding project content (recommendations, requirements, etc.)
  - With Project Manager, presents status, risks, issues, etc. to Steering Committee
- **Project Manager – Laura Collins (80% - 100% time commitment per week)**
  - Oversees and directs Core Team
  - Oversees and directs Knowledge Team and SMEs' participation in project
  - With Project Director, presents status, risks, issues, etc. to Steering Committee
  - Responsible for project plan, schedule, quality and timeliness of deliverables, status reporting, risk and issue management
  - Runs project team meetings
  - Tracks quick hits
- **Project Advisor – Bill Baggeroer (40% - 80% time commitment per week)**
  - Advises Project Director, Project Manager and others in all matters of project process

# Core Team

- **Core Team (10% - 100% time commitment per week depending upon role)**
  - With Project Director and Project Manager, meets regularly as team to share, discuss, analyze, recommend, etc.
  - Creates deliverables under supervision of Project Director and Project Manager
    - Documents current state
    - Proposes future state and strategic implementation plan
  - Performs specific tasks per project plan / schedule
- **Process Analyst**
  - Leads process analysis and design – current state, future state
  - Draws process maps and other diagrams
  - Documents findings, issues, opportunities, quick hits
- **Data Analyst**
  - Leads metrics and statistics data collection from electronic sources
  - Assists with metrics definition, current state values, future state targets, process analysis, etc.

# Core Team (continued)

- **Change Management and Communications Specialists**
  - Leads change management / communications aspects of project
  - Creates Change Management Strategy / Plan
  - Creates Communications Strategy / Plan
- **Controls and Compliance Specialists**
  - Leads controls and compliance aspects of project
  - Focal point for privacy, security, accuracy, financial controls, HIPPA, etc.
- **Systems and Tools Specialists**
  - Focal point for systems and tools used – New Heights, NH Easy, etc.
  - Provides information on current state system usage
  - Assesses future state potential usage
  - Focal point for estimating effort and timing of potential changes to systems

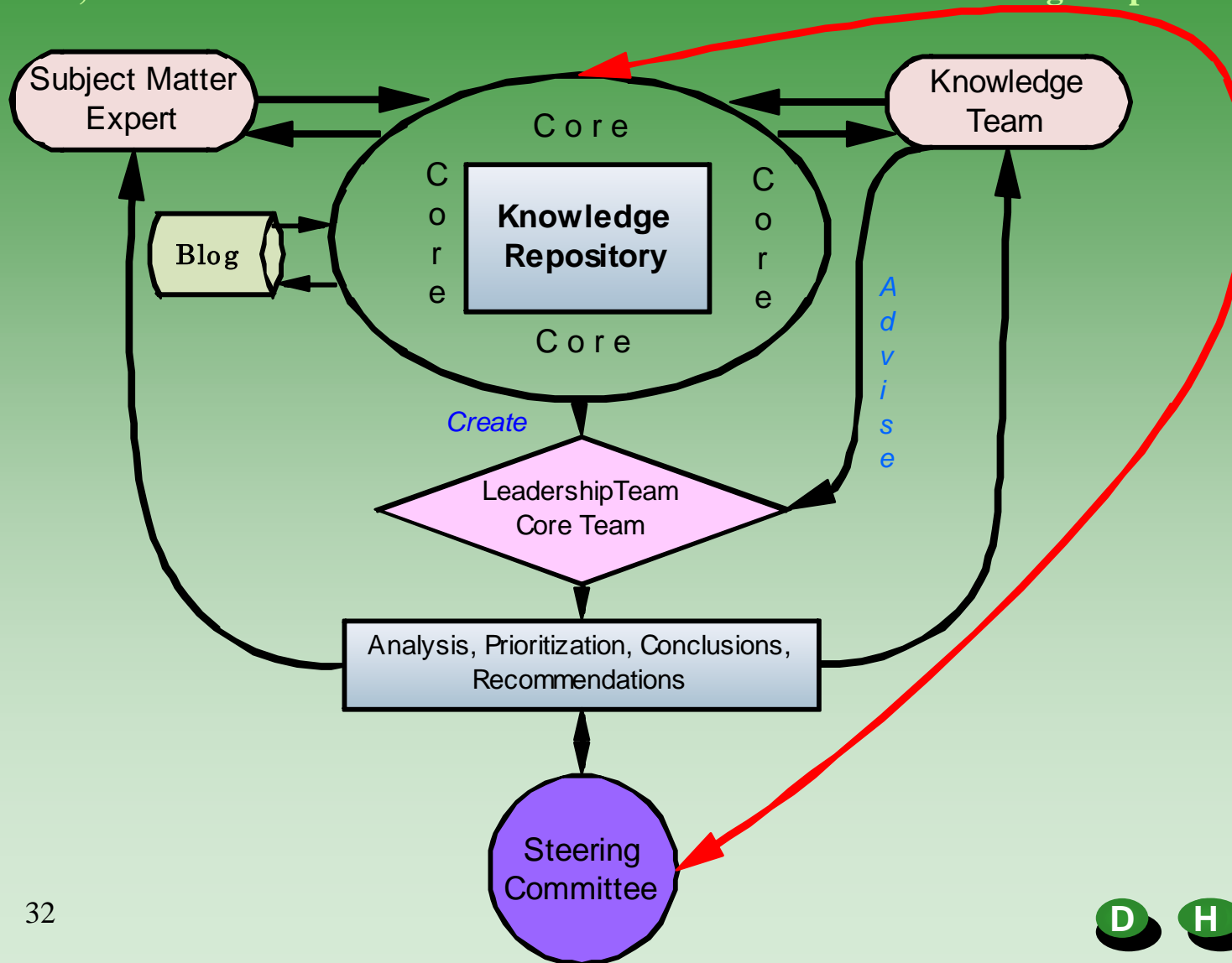
# Knowledge Team

- **Knowledge Team**
  - Serves in an advisory capacity.
  - Understands current state processes, forms, systems, procedures, etc.
  - Provides current state information, including differences across locations
  - Source for current state findings, issues, opportunities and quick hits
  - Advises with the definition of the future state
  - Represents one or more of the impacted areas – District Office, DFA, DCYF, Service Link, Area Agencies, etc.
  - Facilitates access to SMEs
  - Time Commitment per member: 0 - 8 hrs / wk
    - Attend interviews, workshops, other meetings (e.g. Project Kickoff): 0 - 4 hrs / wk
    - Review deliverables, provide feedback, complete action items assigned: 0 - 4 hrs / wk

# Subject Matter Experts (SMEs)

- **Subject Matter Experts (SMEs)**
  - Understands current state processes, forms, systems, procedures, etc.
  - Provides current state information, including differences across locations
  - Source for current state findings, issues, opportunities and quick hits
  - May review and comment on future state design (optional)
  - Time Commitment per SME: 0 - 6 hrs / wk
    - Attend interviews, workshops, other meetings (e.g. Project Kickoff): 0 - 3 hrs / wk
    - Complete action items assigned: 0 - 3 hrs / wk

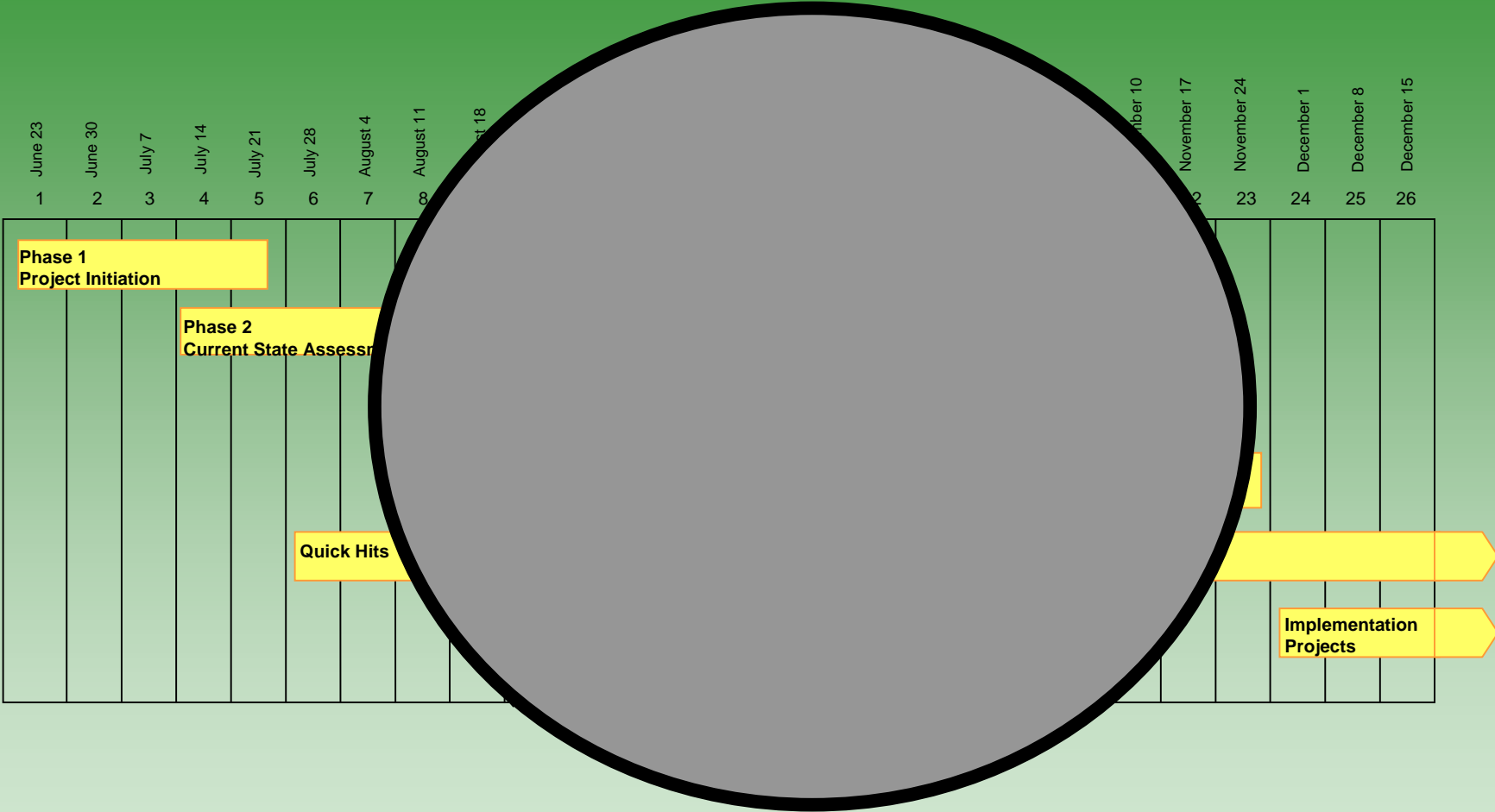
**Project Team Interactions – CT** will facilitate gathering information from SMEs, KT and other sources and will maintain information in Knowledge Repository. With advice of KT, CT will analyze information to develop and prioritize findings, issues, opportunities and quick hits. This will be shared with SMEs and KT, then delivered to SC. SC will have access to all info in Knowledge Repository.





# Timeline

# Project Timeline – 26 Week Horizon



*To be determined after agreement on Project Overview, Project Plan and staffing levels.*

# Questions

# Next Steps

# Next Steps

- **Current State Assessment**
  - **Process Track**
  - **Metrics Track**
  - **Communications Track**
- **Tracks are organizing into sub-teams, creating detail work plans, scheduling meetings (interviews, forums, work sessions, etc.)**
- **eStudio**
  - **Document Library and Collaboration tool**
  - **Training scheduled for 07/29/08**